Life-Cycle Management Underway at Redstone Arsenal

MG James H. Pillsbury and Paul Bogosian

Claude M. Bolton Jr., the Army Acquisition Executive (AAE) and Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT), and GEN Paul J. Kern, then Commanding General, Army Materiel Command (AMC), signed an implementation directive Oct. 5, 2004, establishing the Army's first Life Cycle Management Command (LCMC) at Redstone Arsenal, AL.

The Aviation/Missile LCMC will initially comprise all elements from the current Aviation and Missile Command (AMCOM) and Program Executive Office (PEO) Aviation. Likewise, PEO Tactical Missiles and PEO Air, Space and Missile Defense are working on plans to merge into a single PEO. Effective June 1, 2005, the merged PEO organization will become part of the Aviation/Missile LCMC.

AMCOM Commander MG James H. Pillsbury assumed command of the LCMC, and Paul Bogosian, PEO Aviation, gained additional duties as LCMC Deputy to the Commander, Aviation. When the newly merged PEO joins the LCMC in June, BG Michael Cannon will assume additional duties as LCMC Deputy Commanding General (DCG), Missiles.

The LCMC concept will better integrate Army acquisition, logistics and technology efforts through closer alignment of AMC's major subordinate commands (MSCs) with their associated PEOs under a single commander who will be the focal point and have primary responsibility for the life cycle of entire groupings of systems assigned to the LCMC. Today, *system development* and *acquisition responsibilities* reside within the PEOs, and *sustainment* falls to the AMC MSCs. The PEOs remain the single point of accountability for accomplishing program objectives through the integration of total life-cycle systems management.

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The LCMC will involve all command and PEO elements in a more integrated environment that will influence near-term readiness, future modernization and sustainment. PEOs will have closer ties to the sustainment community — ensuring the smoother flow of better products to the field — while retaining direct links to the AAE, in full compliance with the provisions of the *1986 Goldwater-Nichols Act, Title 10*, and the *DoD 5000* series. The PEOs will be able to work as an integral part of the AMC MSCs, while continuing to report directly to the AAE. AMCOM elements will have enhanced input into acquisition processes to influence future sustainment and readiness requirements.

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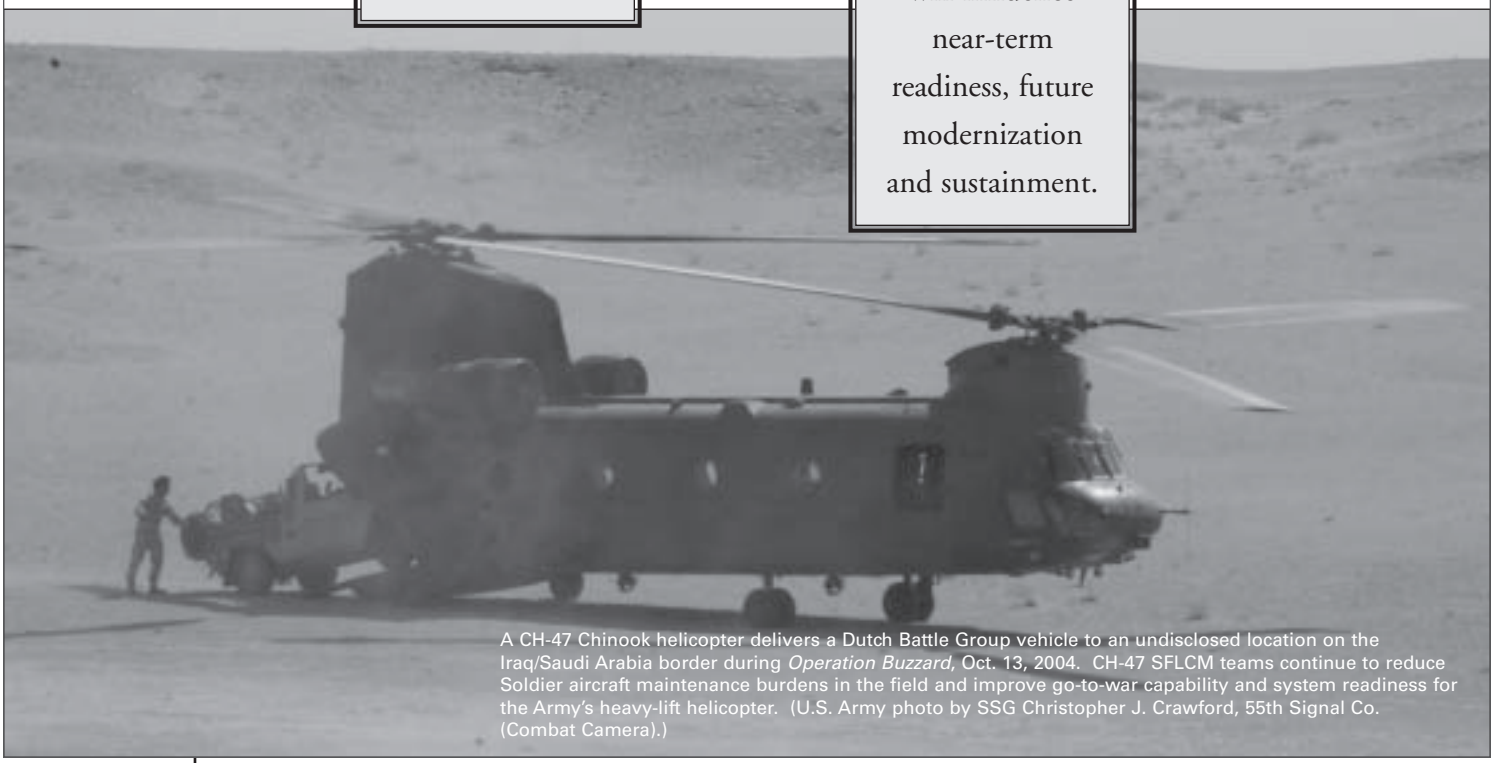
The AMCOM staff will initially form the nucleus of the LCMC coordinating staff. PEO staffs will remain unchanged initially, but an in-depth review of AMCOM and PEO staff functions is planned to identify functions that are candidates for consolidation. Consolidated staff functions may reside at the command or PEO staff level, as determined by the "bottom-up" review. Following this review, a General Officer Steering Committee comprising AMCOM and PEO senior leaders will make the final



A CH-47 Chinook helicopter delivers a Dutch Battle Group vehicle to an undisclosed location on the Iraq/Saudi Arabia border during *Operation Buzzard,* Oct. 13, 2004. CH-47 SFLCM teams continue to reduce Soldier aircraft maintenance burdens in the field and improve go-to-war capability and system readiness for the Army's heavy-lift helicopter. (U.S. Army photo by SSG Christopher J. Crawford, 55th Signal Co. (Combat Camera).)

determination on which functions, if any, are consolidated. The intent is to develop LCMC and PEO staff structures that provide maximum support to the PEOs and Weapon System teams as they manage the Weapon System life cycles.

The AMC Research, Development and Engineering Command (RDECOM) will coordinate the support provided to the Aviation/Missile LCMC from all Research, Development and Engineering Centers, the Army Research Laboratory (ARL) and the Army Materiel Systems Analysis Activity (AMSAA). The Aviation and Missile Research, Development and Engineering Center (AMRDEC) will continue to provide life-cycle engineering and technology transition to the LCMC through integrated support to Weapon System teams. The matrix support concept depicted in Figure 1 on Page 18 will provide functional specialists to the project managers (PMs) from AMCOM and AMRDEC, and will continue as the preferred method of configuring the support elements required by the PMs to perform their total life-cycle management responsibilities.

The LCMC provides the organizational structure to support integrated weapon system teams. The first of these teams, initiated by the Cargo Helicopter Project Manager in 2002, was named Soldier Focused Logistics, and will become the model for future SFLCM teams. The teams will be developed over time and tailored to meet the unique needs and requirements of each PM and the weapon systems supported.

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What Is SFLCM?

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Under SFLCM, the PM will provide the day-to-day operational direction for the decision-making processes that affect the weapon system, including AMCOM supporting activities, such as the Integrated Materiel Management Center (IMMC), Acquisition (ACQ) Center, Security Assistance Management Directorate (SAMD) and AMRDEC. Matrixed personnel will maintain a strong and clear relationship with their "owning" organization. The initiative is based on robust actionable information flow about equipment status, beginning at the weapon system and flowing back to a combined PM/AMCOM team as highlighted in Figure 2 on Page 19. SFLCM enablers are being designed to provide the PM with the necessary information and inputs with which to make decisions that will maximize system performance and minimize the sustainment burden on Soldiers.

Why Are We Doing This?

SFLCM will maximize both the service provided to Soldiers and each weapon system's go-to-war capability. In the field, Soldiers care little about how the acquisition and sustainment communities are organized or managed. What's important to them is: "Does it work and is it better than the system or component it's

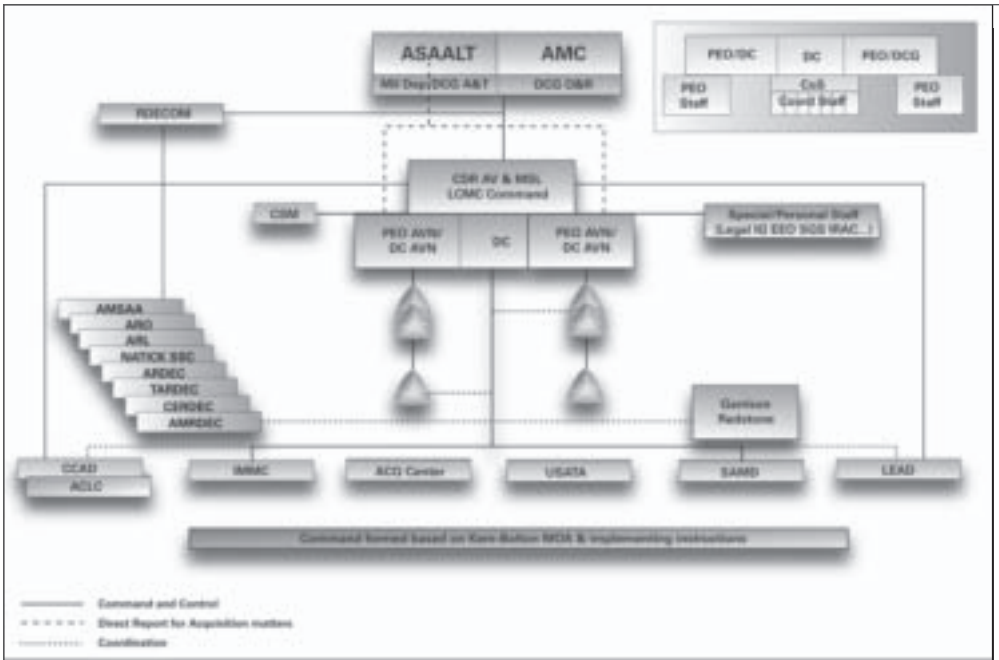

Figure 1. Aviation/Missile Life Cycle Management Command

replacing?" Soldiers care about having a functional, reliable and effective weapon system; having a single point of contact when help is needed; and having the folks back home do everything possible to minimize their burdens. The AMCOM Logistics Assistance Representative (LAR) and the AMRDEC Aviation Engineering Directorate (AED) Liaison Engineers (LEs) are the Soldier's direct interface in the field for support from the acquisition and sustaining bases. The SFLCM team will improve system readiness by giving the LAR/LE a direct conduit to the total support structure for the system. SFLCM teams will improve system go-to-war capability by improving communication, decision making, system optimization and response times to Soldier needs.

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The concept provides for a single person to be accountable for and in control of weapon system readiness, while also conforming to all organizational requirements under the *1986 Goldwater-Nichols Act*.

How Will This Work?

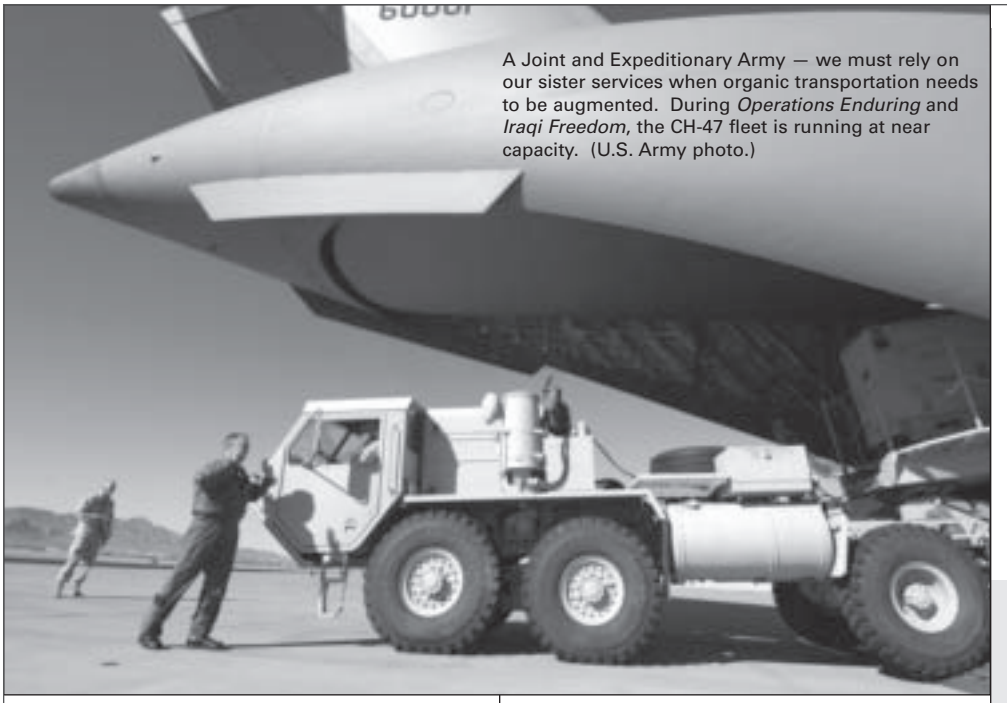
The activities necessary to support the life cycle of a weapon system have previously been divided between two Army elements, and within those elements, multiple organizations and directorates. The SFLCM concept will integrate each activity necessary to support the weapon system life cycle under the day-to-day management of a single PM team. These weapon system teams will be composed of elements from the PM, ACQ, IMMC, SAMD and AMRDEC, with a majority of personnel physically collocated with the PM.

However, SFLCM is much more than collocation. Collocation only sets the stage for efficient, effective management and coordination. *Integration* is the desired state and is expected to produce significant improvements in weapon system support to the warfighter and equally significant improvements in life-cycle management effectiveness and efficiency. Integration will be attained by:

- Collocating supporting personnel with a single weapon system authority.
- Establishing common metrics and process improvement tools such as robust information flow from the field.
- Readiness modeling capability.
- Lean and Six Sigma.

When Will It Happen?

The plan is to incorporate the SFLCM Weapon System Management concept in each of the aviation and missile weapon systems in the next 18-24 months. An ideal situation would be one where lessons learned from the CH-47 Chinook pilot program could be used to develop a "model" for SFLCM implementation that could be used for each weapon system. However, in reality, all SFLCM implementations will not look alike. Differences in weapon system life cycles will affect the form of the SFLCM teams and differences in the matrix structures of the missile and aviation teams may result in different SFLCM team structures. Ultimately, the general principles of consolidating the activities of a weapon system life cycle and giving the PM control and authority to execute the life-cycle management mission will remain the same.



A Joint and Expeditionary Army — we must rely on our sister services when organic transportation needs to be augmented. During *Operations Enduring* and *Iraqi Freedom,* the CH-47 fleet is running at near capacity. (U.S. Army photo.)

How Will We Know If It Is Working?

For the CH-47 SFLCM team, the best measure of our ability to meet Soldier needs is the readiness of the system as measured by its go-to-war capability. For the CH-47 pilot, the metrics used to measure the weapon system are being correlated to three primary vectors:

- Reduction in downtime rates
- Reduction in demand rates
- Reduction in total cost of ownership

By managing and improving the activities that most significantly improve these three areas, the CH-47 SFLCM teams are reducing Soldier maintenance burdens in the field and improving the go-to-war capability and system readiness. A cross-functional integrated product team consisting of PEO, PM, AMCOM and AMRDEC has been established to develop the system of measurements that will be used to assess the SFLCM pilot's effectiveness.

Figure 2. Aviation/Missile Life Cycle Management Command PM Is the Total Life-Cycle System Manager

SFLCM implementation is providing unparalleled weapon system support that reduces the burden on Soldiers, meets the Army's transformation goals and affords PMs an unprecedented capability to manage their combat systems and accurately predict a true go-to-war capability. This effort's focus is improved system availability and readiness, continuous performance improvement, reduced operations and support cost and integrated life-cycle management.

MG JAMES H. PILLSBURY is the Commander, U.S. Army Aviation/ Missile Command and the Aviation and Missile LCMC. He has a B.A. in history from Trinity University and an M.S. in international relations from Troy State University. His military education includes the U.S. Army Command and General Staff College and the Army War College.

PAUL BOGOSIAN is the PEO Aviation and LCMC Deputy to the Commander, Aviation. As the PEO, Bogosian is responsible for management, direction and supervision over all materiel phases for assigned program/ project/product management offices. He is a member of the Senior Executive Service and has a B.A. in English literature from the University of Georgia.